

6 May 1976

STATINTL

MEMORANDUM FOR: Director of Training
FROM : [REDACTED]
Chief, Intelligence Institute
SUBJECT : Comment on Draft Guidelines Concerning
"Requests for Agency Officials As
Guest Speakers"

1. These draft guidelines are highly ambiguous and imprecise, it seems to me, begging a lot of questions. In general, there are serious voids which would leave the Assistant to the Director or other representatives still wondering how to react to any given situation. What does come through very clearly is that the Agency shall be reactive rather than proactive in its public relations program, that general briefings on the Agency will be unclassified (although no such caveat is placed on substantive briefings), and that the Agency, whenever possible, will bear the expense of sending representatives to briefing locations outside the Headquarters Building. *no -*

2. After that, the "policy" is murky. Paragraph 4 indicates that a request for briefing should be judged on the nature of the subject matter, availability of a qualified Agency speaker, geographic location of the presentation, size and composition of the proposed audience, and the extent of publicity and likely press coverage. These elements are not further defined, however, and it would appear that Agency representatives are left to their own conclusions as to how these criteria shall be applied. Something tighter and more precise very clearly is necessary. *no -
superior
authority*

3. Paragraph 6 stipulates that the requesting organization be required to provide a complete listing of all individuals expected to attend together with their date and place of birth, social security number, and citizenship. I think this is unrealistic insofar as our sending representatives to meet with groups outside Headquarters is concerned; I wonder whether this is desirable even for groups visiting the Headquarters Building in view of: *misinterpreted
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concerned*

(a) the tremendous load placed upon the Office of Security by such demands (the Presidential Classroom for high schoolers alone consists of more than 3,000 students); *as
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(b) the creation of a possible distaste among those seeking briefings which are already specified to be unclassified.

4. Paragraph 6 also poses another problem. Once a request for briefing is referred by the Assistant to the Director to another Agency official or component, it should be the responsibility of that official or component to obtain the list of attendees as all communication with the outside group thereafter will be through that official or component. It would also become the latter's responsibility to provide such list to the Office of Security.

*No
except
Security briefing*

5. The selection of Agency officials who would participate in general briefings constitutes a problem area in my estimation. The draft guidelines define them only as "officials with the seniority and Agency experience required to ensure complete familiarity and understanding of the full scope of the Agency's mission and programs." This does not go nearly far enough. An officer's public speaking ability, his sensitivity to a public audience which does not see the intelligence world as he or she sees it, and one's sense of competence and temperament which would permit him or her to handle hostile questions and comments with poise and tact are at least equal considerations. We have already seen enough of Agency officers who speak "off-the-cuff" as a technique for gaining audience support, who react in defensive or sarcastic manner to expressed or implied criticisms, or who do not have a current sense of the Agency's pronouncements on given issues.

6. At the very least, such officers should undergo some kind of a briefing program themselves, if only to derive lessons from those who have already dealt with nongovernmental groups. In addition, I think techniques are needed by which all of these officers can maintain currency on what is in fact classified information and what are public positions acceptable to the Agency. At the very least, I think such officers should not take on an audience without having had the benefit of observing an experienced officer like [REDACTED] or others in action before an outside group.

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7. These guidelines represent a transfer of authority concerning external briefings, in being since 1951, from the Director of Training to the Assistant to the Director. We are in the process of gathering documentation on this point, but I would stress at this moment that the Director of Training is charged with responsibility for coordinating

*MC
Director*

requests for external briefings, designating speakers, and providing a briefer from OTR for presentations on the mission and activities of the Agency (as opposed to substantive and operational briefings). In 1969, DDI concurrence was required in the selection of substantive briefers; in practice, DDI's Coordinator for Academic Relations actually selects such briefers.

8. It is also regrettable that the guidelines, although urging that briefings be conducted at Headquarters as a preference, do not call for the allocation of appropriate facilities for the purpose.



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ROUTING AND RECORD SHEET

SUBJECT: (Optional)

CIA Talks for Public Groups

FROM:

Director of Training
1026 C of C

EXTENSION

3245

NO.

DATE

10 MAY 1976

TO: (Officer designation, room number, and building)

DATE

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COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

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25 MAY 1976

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